



# **2001 Department of Defense** **Personnel Recovery** **Conference**



## **Review of Conference Issues**



# **2001 Department of Defense** **Personnel Recovery** **Conference**



## **Policy & Doctrine Issues**



# **DoD Personnel Recovery Conference** **Policy**



**Issue:** National goal for personnel recovery (Executive Workshop & NAR Workshop)

**Discussion:**

- Increased interaction between DoD and the interagency community (e.g., DEA, FBI, USCG, DoJ, DoS) during operations other than war increase the likelihood of recovery operations involving both DoD and non-DoD assets
- Successful recovery operations depend on shared understanding between agencies of recovery capabilities and procedures, and preparation of individuals for isolating incidents

**Recommendations:**

- Develop and coordinate within DoD and the interagency community a national goal for personnel recovery
- Draft and coordinate within DoD and the interagency community a "Presidential Decision Directive" or similar document that directs interagency cooperation and mutual support for personnel recovery
- Recommend DoD lead

**Action Office:** DPMO



# **DoD Personnel Recovery Conference** **Policy**



**Issue: OSD Strategic Campaign Plan for personnel recovery**

**Discussion:**

- CINCs, Services and Joint Staff need to be guided by an OSD plan for implementing personnel recovery remediation and improvements, including identification of resource and funding needs and commitment to advocate and support funding initiatives

**Recommendation:**

- Develop Strategic Campaign Plan for personnel recovery

**Action Office: DPMO, USJFCOM**



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** Budget authority over personnel recovery-related matters (Executive Workshop)

**Discussion:**

- It is unlikely that significant progress in personnel recovery will ever be made unless some agency/office/command has *budget authority* over recovery related activities

**Recommendation:**

- Examine the possibility with the OSD Comptroller Office of establishing a “personnel recovery program element” that a “lead office/agency/command” could exert control over.

**Action Office:** DPMO w/USJFCOM supporting



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** OSD review of personnel recovery sections of combatant command plans

### **Discussion:**

- CJCSM 3141.01A provides for USD(P) review of operations plans, contingency plans, and functional plans, with ASD(S&TR) as executive agent
- Though DPMO has recently been included in the Theater Engagement Plan review, it has not participated in the review of other plans

### **Recommendations:**

- ASD(S&R) coordinate personnel recovery – related annexes of with OSD(DPMO) as part of OSD review of plans provided for under CJCSM 3141.01A

**Action Office:** ASD(S&TR), OSD/DPMO, Joint Staff



# **DoD Personnel Recovery Conference** **Policy**



**Issue:** Responsibilities for CINC/Service review of personnel recovery aspects of deliberate plans are incomplete/unclear.

**Discussion:**

- Current CJCSM 3141.01A (in revision) currently assigns responsibility for reviewing personnel recovery aspects of plans HQ USAF only
- JFCOM is not currently part of the Joint Planning & Execution Community (JPEC)

**Recommendations:**

- Ensure revised CJCSM 3141.01 includes procedures for JFCOM review of plans wrt personnel recovery
- JFCOM should be included in the JPEC

**Action Office:** Joint Staff, JFCOM



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** Multi-service representation in JPRA

**Discussion:**

- DRID 29 directed that the Navy, Army, and Marine Corps provide and fill two billets each in JPRA
- DoD Directive 2310.2 directs the Services to, “Determine and program for joint manning requirements for JPRA in accordance with [CJCSM 1600.01], and as coordinated with USCINCFJCOM.”
- Today, JPRA has only USAF active duty personnel
- Need Army, Navy and Marine participation to make JPRA a capable – and credible – joint organization

**Recommendation:**

- Explore addition of Army and Navy billets to JPRA

**Action Office:** Joint Staff, DPMO, USJFJCOM





# **DoD Personnel Recovery Conference** **Policy**



**Issue:** Service and Joint Staff advocacy for personnel recovery

**Discussion:**

- DoDD 2310.2 directs:
  - The Services and USSOCOM to, “Establish . . . Offices of primary responsibility for coordinating all personnel recovery matters. . .”
  - The Chairman to, “Designate a single point of entry to the Joint Staff for coordinating all personnel recovery matters on the Joint Staff. . .”
- In 1999, the Air Staff established XOOD
- Establishing such offices has been a recurring recommendation in each of the past DoD Personnel Recovery Conferences

**Recommendation:**

- Joint Staff reconsider its current alignment of personnel recovery responsibilities
- Navy, Army, and Marine Corps staffs establish offices similar to the Air Staff XOOD office

**Action Office:** Directors of the Joint and Service Staffs (- Air Staff)



## **DoD Personnel Recovery Conference** **Policy**



- **Issue:** There is a need for a dedicated CINC staff “node” whose full-time responsibility is personnel recovery planning, training, and operations.
- **Discussion:**
  - Currently, in most commands, the officer assigned responsibility for personnel recovery matters in the command does so as an additional duty
  - Officer is seldom trained to fulfill personnel recovery responsibilities
  - JPRA liaison officers *assist and advise*, but do not *replace* this officer
  - DoDD 2310.2 directs the combatant commanders to, “Establish and maintain an office of primary responsibility for personnel recovery operations, training, doctrine, support and execution . . .”
  - Air Force’s new Combat Rescue Officer (CRO) should be placed on each geo-CINC’s staff
- **Recommendations:**
  - Provides a means for CINCs to staff this need
- **Action Office:** HQ USAF



## **DoD Personnel Recovery Conference** **Policy**



**Issue: Preparing commanders for isolating events**

**Discussion:**

- **Commanders have specific and broad responsibilities to prepare for, and respond to, their people becoming isolated.**
- **No direction or ready source of information, training, or exercising to ensure their preparation.**

**Recommendation:**

- **Develop plan to prepare commanders, and tools to assist them in fulfilling their responsibilities**

**Action Office: USJFCOM**



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** Holding accountable those who would or have tortured POWs

**Discussion:**

- Need declared policy to prosecute violations of Geneva Convention while holding POWs
- Use U.S. and international means to identify, apprehend and prosecute violators

**Recommendation:** Address issue with NSC

**Action Office:** DPMO, Joint Staff



# **DoD Personnel Recovery Conference** **Policy**



**Issue:** Declaratory national commitment to the soldier to support/recover/account for him/her and to support their families

**Discussion:**

- Nation owes a formal commitment to American service members since they accept creed and commitment embodied in Code of Conduct  
Soldier commits to Code of Conduct, but sees no *formal reassurance* from the nation
- Some units develop their own creed or credo to offset this void
- Soldier needs to know country will support them in time of need
- Combat multiplier

**Recommendation:** Develop statement of national commitment

**Action Office:** DPMO, Joint Staff



# **DoD Personnel Recovery Conference** **Policy**



- **Issue:** Legal status determination should precede deployment
- **Discussion:**
  - Continuing issue from 1999 Personnel Recovery Conference
  - Prior efforts have found there is “no cookie cutter approach”; however, Commanders can / should force the issue
  - Annex E, Appendix 4 (Legal) covers general legal basis for operations, but includes no specific reference to legal status of isolated personnel
- **Recommendations:**
  - Revise CJCSM 3122.03 (JOPES Volume II) and CJCSI 3141.01 to include a specific paragraph on legal status of isolated personnel
  - Include OSD/DPMO as a reviewer
- **Action Office:** Joint Staff, OSD(DPMO)



## **DoD Personnel Recovery Conference** **Policy**



**Issue: Definition of Civil Search and Rescue**

**Discussion:**

- There is no DoD-approved definition of Civil Search and Rescue
- “Military Support to Civil Search and Rescue”

**Recommendation:**

- DoD and USCG develop and coordinate a definition for civil search and rescue

**Action Office: DPMO, USJFCOM, Joint Staff**



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** Combatant Command authority to conclude international SAR agreements

**Discussion:**

- The regional CinCs operate under the understanding that they have the authority to conclude international SAR agreements
- The USCG has some question about where the authority lies

**Recommendation:**

- Determine combatant command authority to consummate international SAR agreements

**Action Office:** DPMO, USCG, DoS





## **DoD Personnel Recovery Conference** **Policy**



**Issue:** DoD guidance on military support to civil search and rescue

**Discussion:**

- The National SAR Plan provides overarching guidance to DoD on its support to civil SAR, but leaves a lot of room for interpretation of responsibilities

**Recommendation:**

- DoD draft and coordinate implementing guidance to DoD components for implementing the provisions of the National SAR Plan

**Action Office:** DPMO, USCG, DoS



## **DoD Personnel Recovery Conference** **Policy**



**Issue:** Use of individual Social Security Numbers in lieu of Service Numbers

**Discussion:**

- With knowledge of an individual's SSAN, volumes of personal information available rapidly over the Internet
- The Geneva Convention and Code of Conduct requires service men and women to divulge their *service number* to their captors

**Recommendation:**

- OSD and Services reconsider current practice of using individuals' social security number as their service number

**Action Office:** DPMO, USD(P&R), Services



## **DoD Personnel Recovery Conference** **Doctrine**



**Issue:** Lack of consistent personnel recovery guidance impacts Alliance/Coalition interoperability and training

**Discussion:**

- CSAR doctrine development is a low priority for most nations
- Limited distribution of guidance degrades training
- Inconsistent distribution of guidance degrades interoperability
- France will propose a CSAR training STANAG to NATO in 2001

**Recommendations:**

- CSAR "Starter Package" on CD-ROM and/or WWW
- Unclassified source for doctrine, CONOPS, TTP, & survival equipment catalog
- Translated into multiple languages
- Aligned with proposed NATO STANAG

**Action Office:** JFCOM, HQ USAF/XOOP, ASD(ISA), DUSD(R)



# **2001 Department of Defense** **Personnel Recovery** **Conference**



## **Training Issues**



## **DoD Personnel Recovery Conference** **Training**



**Issue:** UJTL does not adequately identify personnel recovery requirements

**Discussion:**

- Full-spectrum personnel recovery has been codified in DoD guidance, but has not been translated into documents that define training requirements (CinC rqrmts, Service supporting regulations/pubs, etc)
- UJTL changes are needed to help CINCs define full-spectrum personnel recovery requirements

**Recommendation:** JFCOM continue UJTL coordination efforts

**Action Office:** USJFCOM



# **DoD Personnel Recovery Conference** **Training**



**Issue:** Lack of personnel recovery functions in Joint Mission Essential Task Lists

**Discussion:**

- For the most part, only tasks contained in the CinCs' JMETL receive adequate command oversight and training
- Combatant command JMETLs do not contain personnel recovery tasks
- JMETLs should include the entire spectrum of personnel recovery, including repatriation and NAR
- USJFCOM is working with the commands to include recovery tasks in their JMETL

**Recommendation:**

- Commands and USJFCOM continue current efforts to include personnel recovery tasks in command JMETLs

**Action Office:** USJFCOM and combatant commands



## **DoD Personnel Recovery Conference** **Training**



**Issue:** Lack of combined personnel recovery exercises

**Discussion:** Not including combined personnel recovery training in combatant command exercise programs -

- Undermines coalition trust and cooperation
- Puts burden of CSAR on the United States
- Decreases coalition recovery potential

**Recommendation:**

- Investigate current JMETLs and amend to include tasks for combined personnel recovery tasks

**Action Office:** USJFCOM



## **DoD Personnel Recovery Conference** **Training**



**Issues:** Integration of personnel recovery into joint exercises in a manner that exercises the joint force commander/staff decision making processes

**Discussion:**

- JFCOM stresses the importance of operational level training
- Technology can support distributed networked exercises
- Cat 2 exercises focus on component tasks; joint exercises require scenarios that exceed component personnel recovery capability in order to require Joint C<sup>4</sup>ISR in the command decision process(es)
- JFCOM is working the issue

**Recommendation:** Continue current effort.

**Action Office:** USJFCOM





## **DoD Personnel Recovery Conference** **Training**



**Issue:** Army SERE training capacity does not meet Army requirements

**Discussion:**

- Army SERE training capacity focused on SOF needs but does not meet Aviation needs
- Army now recognizes responsibilities to immediately advocate and address Aviation School SERE training concept, but needs to assess requirement, propose implementation plan, and gain approvals and funding
- Aviation branch accepts advocacy responsibility

**Recommendation:**

- Joint Staff and OSD support Army Aviation SERE initiative

**Action Office:** Department of the Army



# **DoD Personnel Recovery Conference** **Training**



## **Issue: Increase interagency participation in exercises**

(Interagency Operations and NAR Workshops)

## **Discussion:**

- Procedures for Interagency coordination in personnel recovery incidents are situation-specific
- Exercise of the coordination process can help agencies identify limiting factors and ultimately drive training requirements
- Interagency participation in PRRC exercises is currently limited to “suppliers” of personnel recovery

## **Recommendations:**

- Explore the potential to include personnel recovery in existing JCS Interagency Exercises
- Consider including interagency “consumers” of personnel recovery (e.g., DEA, FBI, Customs) in PRRC exercises

**Action Office: Combatant Commands, Joint Staff, USJFCOM,  
DPMO**



# **DoD Personnel Recovery Conference** **Training**



**Issue:** Personnel recovery qualified individuals to fill key recovery related positions in the combatant commands

## **Discussion:**

- JFC staffs and all relevant C<sup>3</sup>I personnel recovery nodes require joint personnel recovery education and training
- DoDD 2310.2 directs the Services to, “ Ensure policies and procedures are in place to identify and track personnel who have been trained or are experienced in personnel recovery operations and command, control, computers, and intelligence. This will ensure the commanders can request and receive personnel qualified to support personnel recovery requirements.”
- It is necessary to identify the requisite positions IOT provide trained personnel and to track those personnel
- Certain service specialties may start tracking via personnel codes (PJ, SERE, CRO).

## **Recommendation:**

- Services and USJFCOM establish a mechanism to identify personnel trained in joint personnel recovery subjects
- Combatant commands identify requirements for school-trained personnel

**Action Office:** JFCOM, Services, CINCs



# **DoD Personnel Recovery Conference** **Training**



**Issue:** Identification and articulation of Code of Conduct/SERE training requirements by combatant commanders

**Discussion:**

- DoDD 2310.2 directs
  - Combatant commanders to, “. . .develop standards for determining personnel requiring mid-and high-risk-of-capture training.”
  - Services to, “Provide appropriate level Code of Conduct training, . . . to those forces designated by and assigned to a combatant commander.”
- DoDI 1300.21 directs the combatant commanders to, “Designate the level of training (i.e., Level A, B, or C) personnel operating in the command’s area of operation must have prior to deployment to theater, and communicate these requirements to the respective Services.”
- Assistance is available from USJFCOM to CINCs to determine type and level of training.

**Recommendation:** JCF require CINCs to provide requirements to services before the next POM cycle

**Action Office:**



# **DoD Personnel Recovery Conference** **Training**



**Issue:** Preparing DoD civilians and contractor personnel to survive isolation

**Discussion:**

- DoD civilians and contractors are presently operating around the world unprepared for a potential isolating incident
- It is critical to establish standards of behavior for DoD civilians and contractors for conduct as isolated individuals
- DoDD 1300.7 directs ASD(ISA) to, "Establish policy guidance analogous to the Code of Conduct for applicable civilians associated with DoD who are at risk of capture and exploitation."
- DoDD 2310.2 directs the combatant commanders to, "Develop theater admission requirements for DoD civilian and contractor service personnel as required. Include SERE training requirements for DoD civilians and contract personnel operating in-theater IAW the 'risk of capture' environment in which they will work."

**Recommendation:** Develop personnel recovery policy and follow-on training for at-risk DoD civilians and contractor personnel

**Action Office:** DPMO, USJFCOM, Services and Combatant Commands



## **DoD Personnel Recovery Conference** **Training**



**Issue:** Medium Risk of Capture training packages

**Discussion:**

- Code of Conduct/ Level B training products are available but not distributed
- No funds were budgeted for this expense.

**Recommendation:**

- Determine funding source to permit distribution of these DoD mandated training products

**Action Office:**



# **2001 Department of Defense** **Personnel Recovery** **Conference**



**Intelligence Issues**



## **DoD Personnel Recovery Conference** **Intelligence**



**Issues:** Defense Authorization Bill of 2000 will impact on personnel recovery issues relative to POW/MIA

### **Recommendations:**

- Continue developing model for intelligence community surge capability to support POW/MIA events
- Continue working with intelligence community to develop production responsibilities to support personnel recovery and POW/MIA

**Action Office:** DPMO, DCI, ASD(C<sup>3</sup>I), DIA





# **DoD Personnel Recovery Conference** **Intelligence**



**Issue:** Limited releasability of classified information significantly impacts coalition personnel recovery operations during mission planning

**Discussion:**

- Recovery community consider this issue #2 overall problem in coalition operations (DPMO/IDA study)
- OAF After-Action Report to Congress identified this problem in all major mission areas
- Issue is three-fold: technical, security, education

**Recommendations:**

- JFCOM identify and prioritize the information that the recovery community needs to share with allies/coalition partners
- JFCOM & DIA work releasability for those products first
- JFCOM use SIREN to improve releasability (education) with DIA leading classification authorities in populating SIREN database

**Action Office:** JFCOM/J2, DIA, ASD(C<sup>3</sup>I)



## **DoD Personnel Recovery Conference** **Intelligence**



**Issue:** Information technology standard for sharing with other nations

### **Discussion:**

- Lack of an information technology standard is a major barrier to information sharing, interoperability
- There is no common policy for information sharing. Most policies are bi-lateral, or among small groups of nations.

### **Recommendations:**

- Find an existing committee that has purview over standardization of technology and policies (ICSAR, NATO)
- Propose an information technology standard
- Propose a standard information sharing policy

**Action Office:** DPMO, USCG, HQ USAF/XOOP



# **2001 Department of Defense** **Personnel Recovery** **Conference**



## **Acquisition & Technology Issues**



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Combatant command involvement in the personnel recovery acquisition process (Executive Workshop)

**Discussion:**

- “Joint” acquisition programs often receive less Service support than Service-specific priorities
- Given historical experience with recovery-related equipment acquisition, it is unlikely that it will ever assume a high priority in the Services
- The Executive Agent for personnel recovery, USJFCOM, does not have a voice on the Joint Requirements Oversight Council to advocate command requirements for personnel recovery

**Recommendation:**

- Determine a mechanism that can more effectively advocate personnel recovery needs of the combatant commands and provide oversight over ongoing programs

**Action Office:** Joint Staff, USJFCOM, DPMO



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** CSEL program does not address coalition interoperability

## **Discussion:**

- Low Probability of Exploitation (LPE) communication capability is US-Only
- All OTH communications are channeled through SIPRNET
- Export limits on P(Y) and SAAS GPS capability
- DAMA-C is “US-Unique” feature
- PRC-112 is de facto standard in European Theater
- UK is updating NATO standard for SAR Electronic Systems

## **Recommendations:**

- CSEL SPO develop plan for migrating CSEL to NATO standard (STANAG 7007 Edition 3)
- Get partner nations involved in CSEL program

**Action Office:** CSEL SPO, HQ USAF/XOOP (US Delegate to NATO SARWG)



## **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** No joint acquisition strategy for personnel recovery mission area

**Discussion:**

- No joint documentation exists to identify and guide the DoD acquisition strategy/approach for personnel recovery
- Is personnel recovery adequately represented in Service modernization plans?
- Do services overly invest in platform survivability at the expense of personnel recovery?

**Recommendations:**

- Establish Joint Personnel Recovery Operations Working Group
- Develop Joint Personnel Recovery Modernization Plan

**Action Office:** USJFCOM [Assist: DUSD(AS&C); Services]



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** A Personnel Recovery Battle Lab is essential

**Discussion:**

- A personnel recovery-focused battle laboratory is needed to explore, develop & demonstrate advanced warfighting concepts and supporting critical technologies through:
  - Modeling & Simulation (constructive, virtual, live)
  - Demonstrations (TD, ATD, ACTD)
  - Participation in experimentation and exercises
  - Leveraging initiatives across Services to encourage development of a joint recovery capabilities
- VCSAF expressed strong support for Battle Lab

**Recommendation:**

- Develop JFCOM/Air Force A-POM, FY03-07 Issue to establish and multi-Service resource Personnel Recovery Battle Laboratory

**Action Office:** USJFCOM [Assist: DUSD(AS&C); XOOP, Air Force]



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Common-use items (e.g., survival vest items) are difficult to resource

**Discussion :**

- Need for top-level modernization strategy
  - Useful to benchmark service programs and develop a capstone requirements document
  - Essential to link to (documented) user needs
- Neither the individual Services nor USSOCOM want to fund common-use items at the expense of their unique requirements

**Recommendations:**

- Establish Joint Personnel Recovery Operations Working Group
- Integrate in Joint Personnel Recovery Modernization Plan
- Develop Joint Issue Papers to identify and describe critical common items requirements
- Use Services' Rapid Acquisition Programs where available

**Action Office:** JFCOM [Assist: DUSD(AS&C), Services, SOCOM]





# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** GPS/Global Personnel Recovery System (GPRS) integration --- need to get approval within the next few months to be able to exploit this synergy (due to launch schedules)

## **Discussion :**

- Several (uncoordinated) blue force tracking concepts
- Ensure GPRS does not fall into its own stovepipe
- Need to determine suspense for IIF and III GPS satellite launches
- Determine requirements documentation to integrate GPRS/GPS
- Service sponsorship of GPRS is required

## **Recommendations:**

- Develop coordinated USJFCOM/USSPACECOM approach
- Garner additional warfighter/interagency support
- Nominate GPRS as DoD-wide TTL program with special personnel recovery capability

**Action Office:** JFCOM [Assist: ASD(C<sup>3</sup>I), Air Staff, DUSD(AS&C)]



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Inconsistent Services' approach to personnel recovery in chem/bio environment

**Discussion :**

- Insufficient information regarding impact of Chem/Bio on personnel recovery mission area

**Recommendations:**

- PRTWG review chem/bio issue(s) with respect to personnel recovery mission area
- Chem/Bio community brief PRTWG

**Action Office:** DUSD(AS&C) [Assist: DTRA]



## **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** No single focal point or data base for Tagging, Tracking and Location (TTL) projects

### **Discussion :**

- Too easy to have unintended project duplication and overlap
- Too difficult to find existing programs to leverage

### **Recommendations:**

- Establish Special Task Force to identify projects and develop searchable database
- Integrate in Joint Personnel Recovery Modernization Plan

**Action Office:** ASD(C<sup>3</sup>I)



## **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Commercial off the shelf information technology (COTS IT) methodology is not being tracked to identify currently-available systems applicable to personnel recovery

**Discussion:**

- COTS IT may provide solutions to our challenges faster than DoD acquisition process ----- but, no office is tracking or identifying personnel recovery capable IT

**Recommendations:**

- Establish a method of identifying and evaluating COTS IT that may be useful to the personnel recovery mission area
- Integrate in Joint Personnel Recovery Modernization Plan

**Action Office:** ASD(C<sup>3</sup>I)



# **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Personnel recovery requirements “creep”

**Discussion:**

- Acquisition programs are delayed by requirements “creep” or excessive threshold requirements
- Develop systems that meet the majority of needs with the intent of Block Upgrades later

**Recommendations:**

- Review requirements of acquisition programs to ensure threshold requirements are not excessive
- Incorporate upgrades into Block improvements
- Integrate into Joint Personnel Recovery Modernization Plan

**Action Office:** USJFCOM [Assist: ODUSD(AS&C)]



## **DoD Personnel Recovery Conference** **Acquisition & Technology**



**Issue:** Near term procurement of additional Hook 112B radios to “bridge the gap” to CSEL fielding

**Discussion:**

- CENTCOM representative identified urgent need for more 112B radios, NOW!
- Possible “RAP” procurement candidate
- Procurement of additional 112B radios must not impact CSEL development and procurement pending results of OA
- Insufficient O&S resources to maintain current inventory

**Recommendations:**

- CINC CENTCOM develop Issue Paper supported by CINC IPL
- PRTWG review possibility of “bridge the gap” acquisition strategy

**Action Office:** USCENTCOM [Assist: DUSD(AS&C), ASD(C<sup>3</sup>I)]



# **2001 Department of Defense** **Personnel Recovery** **Conference**



**Non-Conventional Assisted Recovery**  
**Issues**



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Policy**



**Issue:** Policy to ensure DoD coordinated training in support of NAR

**Discussion:**

- SOF and other DoD forces need coordinated training to resolve JTTP/Doctrine

**Recommendations:**

- Coordinate military training both CONUS and OCONUS

**Action Office:** JFCOM [Assist: Unified Commands, Services, SOCOM]





**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Doctrine**



**Issue:** Joint doctrine does not exist for interagency coordination and support.

**Discussion:**

- Without policy, DoD cannot write adequate doctrine

**Recommendations:**

- Develop policy, followed by development of doctrine

**Action Office:** DPMO Policy; followed by JFCOM  
**Doctrine**



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Doctrine**



**Issue:** Lack of common terms & definitions for NAR in current doctrine

**Discussion:**

- DODI 2310.6 establishes new function
- Coordination to revise the JP3-50 series starts in March 01

**Recommendations:**

- Move to streamlined, congruent terms & definitions in new Joint Pub 3-50 series

**Action Office:** USJFCOM



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Intelligence**



**Issue:** Lack of National HUMINT Intelligence Collection  
Plan for personnel recovery/NAR

**Discussion:**

- Need a composite of subject matter experts to facilitate development of collection plan

**Recommendations:**

- Develop National Collection Plan for personnel recovery/NAR

**Action Office:** DIA and OGAs (Policy across USG)



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Training**



**Issue:** Lack of joint, common, universal NAR training

**Discussion:** As stated above

**Recommendation:**

- Develop a multi-level personnel recovery/ NAR training POI (similar to CoC)

**Action Office:** JFCOM (Policy across USG)



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Acquisition & Technology**



**Issue: Sustainment of NAR forces**

**Discussion:**

- NAR forces need potential sustainment to remain “in-place” to avoid compromise

**Recommendation:**

- Establish the requirements

**Action Office: USJFCOM and combatant commands**



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Acquisition & Technology**



**Issues:** The gap between the development and acquisition of technology is too long

**Discussion:**

- Require JFCOM coordination with other CINCs/Services for emerging/existing techs

**Recommendation:**

- Leverage SOCOM initiatives to reduce acquisition lead times

**Action Office:** USJFCOM



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Training**



**Issue:** Lack of NAR awareness in conventional forces

**Discussion:**

- Need doctrine, Training & education, exercises & rehearsals
- Include NAR education in Service schoolhouses

**Recommendation:**

- Increase education and awareness through training; migrate training

**Action Office:** JFCOM



**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Training**



**Issues:** Tactics, techniques and procedures for non-conventional assisted recovery

**Discussion:**

- There is a lack of common and joint tactics, techniques and procedures for non-conventional assisted recovery
- CTTs and JTTPs must incorporate interagency considerations
- Following policy development of mutual support agreements with applicable agencies, doctrine and TTPs can be developed

**Recommendations:**

- OSD, Joint Staff and USJFCOM cooperate on developing CTTs and JTTPs for non-conventional assisted recovery

**Action Office:** USJFCOM, Joint Staff, DPMO





**DoD Personnel Recovery Conference**  
**Non-Conventional Assisted Recovery:**  
**Training**



**Issue:** Joint doctrine provides little, if any, guidance on NAR

**Discussion:**

- Require parallel and implemented JPs 3-50 series, 3-60, 3-56.1, 3-05, 5-0, 5-00.2
- Personnel recovery/NAR needs to be reflected across applicable JPs

**Recommendations:**

- Review, revise as needed; translate personnel recovery/NAR into Service pubs

**Action Office:** JS J7, JFCOM



# **2001 Department of Defense** **Personnel Recovery** **Conference**



## **Review of Conference Issues**